

LAW ENFORCEMENT NEWS

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What They Are Saying:

"The sky is the limit."

Sgt. Steven Fowler of the Houston Police Department, assessing the potential of the \$1.8-million fear-of-crime study now in progress there. (Page 6:4)

Fear-of-crime study underway in two cities

A \$1.8-million experiment in ways to reduce the fear of crime has gotten underway in Houston, Texas, and Newark, N.J.

Police in those cities, working under grants from the National Institute of Justice, are testing methods of reassuring frightened citizens, ranging from using first-time juvenile offenders to clean up litter and escort the elderly to making follow-up visits to crime victims to inform them of the progress of their cases.

The Police Foundation, a nonprofit group based in Washington, D.C., will conduct surveys in each city to determine which methods are most effective in reducing the fear of crime.

NIJ director James K. Stewart said the results will help other police departments fight the fear of crime.

"As every police officer knows, the fear of crime contributes greatly to a host of urban ills — the deterioration of neighborhoods, the drying up of commercial activities, and a fortress mentality among citizens that leads to abandonment of city streets by the law-abiding."

The NIJ grants were awarded in January, and each city was given six months to formulate strategies for reducing fear and implementing those strategies.

Although the planning efforts were done independently, the committees in Newark and Houston developed three similar strategies.

Both cities will use monthly newsletters to keep in touch with residents in the target areas they have selected, using the publications to pass along news of com-



Attorney General William French Smith talks crime control with a resident of Newark last January, while visiting the city to announce the fear-of-crime experiment.

Newark Star Ledger

munity events, crime prevention tips and other information.

Each city also will test the idea that informing citizens of crime rates in their neighborhood will dispel mistaken impressions that crime is worse than it really is.

To test that theory, some homes will receive newsletters with crime information included and others will receive newsletters without it, and the level of fear will be measured for each group.

Another strategy that will be tested in both cities is the use of storefront police stations. Newark will set up two such sub-stations and Houston will use one.

The storefront stations will be used to put citizens in more direct contact with the police officers who patrol their area and to make the police more visible.

But further uses for the substations differ slightly in each city.

In Houston, the station will be staffed by high school students who serve as

police aides and by community service officers, as well as by regular beat officers. It will serve as a normal police station, with calls answered from there and reports taken.

In Newark, the storefront stations will be used to recruit volunteers and to help organize community groups and neighborhood watch programs.

Although the format of one other strategy differs slightly, police in both

Continued on Page 6

NY lawmakers hear plans to swell police ranks

At a hearing described by the Speaker of the New York State Assembly as "a valuable brainstorming session," a panel of law enforcement experts, educators and political figures last month offered the State Legislature a variety of strategies for increasing the number of police officers in cities throughout the state.

The session, called together by Assembly Speaker Stanley Fink, heard 10 panelists present ideas that ranged from the imposition of new taxes for hiring more officers to the creation of an armed corps of volunteer "police reservists" to offering educational incentives to potential police officers.

Although the hearing produced no consensus as to which plan would be adopted, the state's director of criminal justice, Lawrence T. Kurlander, suggested that Governor Mario Cuomo's greatest interest lay in the idea of a "superfund" of new tax revenues to be

used to hire more officers for New York City and possibly elsewhere in the state.

U.S. Representative Mario Biaggi, a Bronx Democrat, has proposed that each of the 3.3 million employees in New York City pay a \$1-per-week tax surcharge, and that employers pay an additional \$1 for each worker into the superfund. Backers of the Biaggi plan estimated that \$500 million a year could be realized in this fashion, enough money, they said, to add 13,000 officers to the 24,000-member New York City Police Department.

Kurlander emphasized that while the Cuomo Administration is interested in the superfund plan, "no decision has been made."

New York Mayor Edward Koch, who had previously endorsed the Biaggi plan, said recently through a spokesman that while he is not withdrawing his support, neither is he "advocating any new taxes for anything at the present time."

The superfund idea has also won the backing of at least one police labor leader. William McKechnie, president of the New York City Transit Authority Police Association, said, "The public is willing to pay for protection."

Of the two proposals to recruit more police officers by offering free college educations, the plan known as "The New Police Corps" generated some of the strongest disagreement at the hearing.

The Police Corps, advocated by New York attorney Adam Walinsky, a former chairman of the State Commission of Investigation, would recruit some 30,000 officers by offering college scholarships and paid living expenses in exchange for a three-year service commitment after graduation.

The National Institute of Justice recently awarded \$320,000 to conduct a six-city feasibility study of the Police Corps idea. Walinsky has said that his proposal has stimulated the interest of a

number of police officials around the country.

Police Corps recruits, who would serve as members of the New York State Police but would be assigned to municipal police agencies throughout the state, would receive police training during their college summer vacations and would be paid a lower salary than regular officers.

Walinsky said the Police Corps would supplement, not substitute for the regular career police forces, and he added that localities would be required to maintain at least the current level of police staffing. This, he said, would prevent municipalities from firing regular officers and replacing them with the lower-cost Police Corps members.

The infusion of new police personnel envisioned by the Police Corps proposal would cost an estimated \$800 million per year, a figure that critics assailed as both too costly and unrealistic.

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Safety Council group to further work of Reagan's DWI panel

A new national commission to carry on work begun by the Presidential Commission on Drunk Driving will be formed by the National Safety Council.

The new commission will be called the National Commission Against Drunk Driving and will continue the research and educational functions begun by the Presidential commission, once that panel expires December 31.

John A. Volpe, former governor of Massachusetts and chairman of the Presidential commission, will serve as chairman of the new group, whose funding will come from private industry.

T. C. Gilchrist, executive vice president of the safety council, said the national commission will work to see that recommendations made by the Presidential commission are carried out.

"We have the opportunity to effectively reduce the number of drunk drivers

while we have the public's support. That is what the National Commission Against Drunk Driving is committed to doing," he told the Chicago Tribune.

The commission will also include Illinois Secretary of State Jim Edgar; Richard Schuber, president of the American Red Cross; Gilchrist; and representatives of the automobile, insurance and alcoholic beverage industries.

Back in the saddle again: NYS cops return to horseback

The New York State Police began as a horse patrol in 1917. Now New York troopers are about to return to mounted patrol for the first time since 1947.

Superintendent Donald O. Chesworth has announced that mounted patrols will be added to the state police for use in searches, crowd control and other duties. The horses will be stabled at the New York State Fairgrounds in Syracuse and transported across the state as needed.

The first three horses, donated by the Fraternal Order of State Troopers, the Police Benevolent Association and Thomas K. Crowley, a retired state police investigator, were introduced during ceremonies on October 13. The state police are seeking donations of more horses to fill out the patrol.

The mounted force is to be trained and ready for use by next spring.

Chesworth said the return of mounted patrol is an effective form of service and a reminder of the past. "Other than the gray uniform and Stetson, there is no greater symbol of our tradition than the horse," he said.

The eyes have it in new security-checking technique

Security systems that use thumbprints to permit employees entry into restricted areas may someday be replaced by systems that check the retinal pattern of the eye, according to a management information systems journal.

The journal, MIS Week, says the new employee security-checking procedure will require that all employees' eyes be photographed through a set of binoculars and an enlarged print of the retina pattern be kept on file.

To gain entry into restricted areas such as computer rooms, employees would have their retinas photographed and compared to the prints on file to verify their identity.

Developers of the process say retina patterns are even more individual than thumbprints.

Morton Grove statute stirs ripples in gun-control pond

The Supreme Court's decision affirming the Morton Grove, Ill., handgun ban has led to a call for similar legislation in one large city, but has not revived a ban passed by another.

Two aldermen in St. Louis have introduced measures aimed at tightening controls on firearms as a result of the Morton Grove decision. One would outlaw the ownership of ammunition for all types of firearms; the other would require registration of all handguns.

The tougher measure, which would allow only law enforcement personnel to own handgun, rifle or shotgun ammunition, was proposed as a variation of the Morton Grove handgun ban by Alderman Virvus Jones. It would sentence violators to fines of up to \$500 or up to

one year in prison.

The registration proposal, drafted by Alderman Mary Ross, would not ban ownership but would require that all new or currently owned handguns be registered, a move Ross says would make handguns harder to obtain.

But while St. Louis officials contemplate handgun controls, officials in San Francisco have given up on theirs.

Mayor Dianne Feinstein said that the U.S. Supreme Court decision will not affect a ruling by the California Supreme Court that struck down a ban similar to Morton Grove's.

Feinstein and City Attorney George Agnost said San Francisco's ordinance was struck down because it was preempted by a state law that allows gun ownership. They said only action by the state legislature could revive the San Francisco ban.

"I still believe a city should have the right to decide whether or not handguns will be used within its boundary and that the state legislature should take another look at the issue," Feinstein told the San Francisco Chronicle.

San Francisco was the first major city to outlaw possession of handguns, modeling its ordinance on the one enacted in Morton Grove. Although the ordinance passed, opposition was strong enough to force a recall election for Feinstein, which she won easily.

The Morton Grove ordinance requires residents to surrender their handguns to local authorities, and the U.S. Court of Appeals ruled that the statute did not violate the Constitution.

Denver police talk Council into wage, benefit increase

Denver police officers will receive a 5.7 percent increase in wages and a .7 percent hike in benefits next year, thanks to a pay-raise package recently passed by the Denver City Council.

The pay increase, which was adopted by a vote of 12-to-1, will cost the city an estimated \$3 million. Some City Council members had questioned the increase, citing a survey that showed it would put Denver in the top quarter of the nation in police pay.

But the Police Protective Association

argued that the survey was misleading because it included five low-paying Southern cities, and the increase was adopted a week later.

Hypnosis as a police tool said to be 'risky business'

A new study by two Canadian researchers has called the use of hypnosis by police agencies an "extremely risky business," based on data that show that hypnotized people often recall falsehoods as fact.

The new study is the first aimed specifically at the use of hypnosis in police investigations. In two experiments, the researchers found that hypnotized subjects had vivid memories that they believed to be true, but which were really falsehoods.

In the first experiment, researchers asked 54 people to view a series of pictures and concentrate on each one for a few seconds. They were then asked to recall the pictures in daily tests. After a week, half of the subjects were hypnotized and tested to see if they could remember more of the pictures.

The researchers, Jane Dywan of St. Joseph's Hospital in Hamilton, Ontario, and Kenneth Bowers of Waterloo University in Waterloo, Ontario, reported that both groups could recall about half of the pictures correctly. But after hypnosis, subjects listed an average of six more photographs — five of them false.

In a second experiment, additional facts recalled by subjects after hypnosis were shown to be false in about 90 percent of the cases.

Dywan concluded that hypnosis can be risky because memories that at first seem unclear become vivid after hypnosis — regardless of whether the memory is accurate.

Martin T. Orne, director of the experimental psychiatry unit at the Institute of Pennsylvania Hospital, told the Washington Post that he shares that reservation.

"What happens is that we may translate beliefs into memories. And since we weight eyewitness testimony so heavily, that can create havoc in our system," Orne said.

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DoJ official promises 'even more' productivity in anti-drug efforts

Federal officials have admitted that the first year of operation of its nationwide drug task force has been a draw, but the chief of the Justice Department's criminal division says Federal drug agents will not be outmaneuvered again.

During a Congressional hearing into drug enforcement efforts that was held in West Palm Beach last month, a panel of top Federal law enforcement officials agreed that the flow of illegal drugs has not been significantly reduced, despite increases in confiscations and prosecutions.

In addition, Drug Enforcement Administration chief Francis M. Mullen has said figures showed street prices of cocaine, marijuana and heroin dropping and the purity rising slightly, indicating that supplies are up.

But Stephen S. Trott, who recently took charge of the Justice Department's criminal division, said the task forces have been "already unbelievably productive" and will be even more productive in the future.

"From the cases that have surfaced and from those behind the scenes that I can't talk about, we are penetrating these networks now at a level that is really exciting," Trott said. He said figures indicating an increased supply do not mean the task forces have failed. "If anything, that just tells me it's a damn good thing we have these in place now rather than later."

Trott said the task force is now ready to combat drug smuggling by using military resources. Coast Guard cutters are stationed in major smuggling waterways in the Caribbean, and AWACS planes are providing radar surveillance in the Gulf of Mexico.

He also said Federal officials are tracing the flow of money to track drug transactions. "We're not just following the dope anymore," he said. "Years back, you'd chase the dope around and you'd miss the brains of the operations, the financiers, the kingpins, the people who don't get their hands dirty with dope. Now, we're following the money as well as the dope."

Trott said the drug problem is at the root of most violent crime in this country, and "represents a major threat to the integrity of government institutions in this country."

He added, "You have to take these networks of illegal drug distribution, pull them out by their roots, burn them and flatten them."

But Federal law enforcement authorities continue to reject the idea that drug enforcement efforts are too fragmented and should be overseen by a Cabinet-level "drug czar," as proposed by the Senate last year.

At the Florida hearing, Stanley Marcus, the U.S. Attorney for the Southern District of Florida, argued that more resources are needed, not another drug enforcement chief. Joseph V. Corless, special agent in charge of the FBI's Miami field office, told committee members that investigations into drug trafficking, like those into organized crime, take a long time to develop.

But the eight members of Congress at the hearing were skeptical of Federal efforts. "Our own Government, by failing to put into place a bold international control policy, in part has created the nightmare in which we find ourselves today," said Representative Charles B. Rangel of New York.

Violent-crime cases causing burn-out problems for detectives

Police in two Western cities have begun to take note of the emotional wear-and-tear on officers responsible for investigating high-stress cases such as unusual murders or rape.

In the Omaha metropolitan area, police faced a series of violent crimes against young people and found they were profoundly affected by the gruesome sights they witnessed, according to the Omaha World-Herald.

For instance, Bellevue, Neb., Police Chief Warren Robinson said 27 years of police work didn't prepare him for the sight of a 13-year-old newspaper carrier who was stabbed to death. "When I saw it, I cried," Robinson said. "I couldn't help it. I'm not ashamed of it."

And in Tucson, Ariz., members of a special rape investigation detail say repeated exposure to what one called "the miserable part of life" has been painful, according to the Associated Press.

Sgt. Raymond Hardyman, who is in charge of the detail, said rape investigators must deal with the "frustration of feeling they're never catching up with cases," complaining about a steady line of cases, saying the victims' faces are all beginning to run together, and anger.

Police psychologists say the emotional burden of investigating cases such as those in Tucson and Omaha are real, but often ignored.

"If people don't deal with it when it comes up, then it has a cumulative effect, possible leading to burn-out, marital

problems, drinking," said Dr. Timothy Evans, a clinical psychologist who works with Omaha police.

Tucson police psychologist Harold E. Russell said rape detectives identify with the victims. "You sit there and think 'There's my sister or my mother or my wife.'"

He added, "You really see how miserable some people can be to other people."

In Omaha, a series of violent cases that has stretched from mid-summer has brought officers face-to-face with the deaths of three young children believed drowned by their mother, the beating and shooting death of a pregnant 18-year-old woman, the stabbing of a University of Nebraska student and the stabbing of two toddlers whose mother may be mentally ill.

Omaha homicide detective Gregory Thompson said those crimes are the worst for investigators. "You never get used to children being killed."

Sarpe County, Neb., Sheriff Pat Thomas agreed. "The younger they are, the more it affects you, because you've been taught to protect little kids," he said. "I instantly guard against my feelings, partially because I'm the boss, and to make sure I keep a level head. But when I get off by myself, there are a lot of different feelings."

Crime laboratory technicians and rescue squad workers share the emotional burden of such cases,

Continued on Page 6



Around the horn

An anti-nuclear demonstrator keeps the music playing even as he is carried off by West German riot policemen during a sit-in in Bremerhaven last month. He was part of a protest against plans to deploy nuclear missiles in West Germany. Wide World Photo

NYS legislators hears plans to add thousands of officers to police ranks

Continued from Page 1

Among those critics were Philip Caruso, president of the New York City Patrolmen's Benevolent Association, and Gerald W. Lynch, president of the John Jay College of Criminal Justice, who urged lawmakers to support a Police Cadet program instead.

Their plan would allow those who had already passed entrance tests for the New York City Police Department to attend John Jay College tuition-free. The cadets, who would serve as interns with the police department while in college, would serve for up to three years while awaiting appointment as full-fledged members of New York City's police departments.

Cadets would major in a criminal justice-related field in John Jay, as opposed to the unrestricted choice of college and course of study proposed for Walinsky's Police Corps. In addition, interns in the Police Cadet program would

eventually become members of the career Civil Service police ranks.

Backers of the Police Cadet plan have said that the program would be geared to enrolling and training up to 5,000 cadets per year, at an estimated cost of \$8,000 per cadet.

John Jay president Lynch has said that New York City Police Commissioner Robert McGuire and First Deputy Commissioner William Devine are "strongly supportive" of the Police Cadet proposal.

Yet another plan to increase police manpower was unveiled at the hearing by New York City Councilwoman Susan D. Alter, who urged creation of a program in which part-time volunteers would undergo training and go on patrol, while armed, during peak crime periods. A similar system is in use in Los Angeles, she said.

Following the October 12 hearing, key legislators indicated that the session might lead to legislation next year to increase police staffing levels.

OJJDP in \$5-million giveaway

The Office of Juvenile Justice and Delinquency Prevention has announced three grant programs for projects directed at juvenile gangs and at the chronic, serious juvenile offender.

The grants could pump as much as \$5 million into a dozen cities across the United States during the next two years for programs aimed at juvenile crime.

One, called "Operation Hardcore," will attack the problem of juvenile gangs. It will award five cities with grants of up to \$400,000 each to crack down on serious and violent gang-related cases.

Prosecutor's offices receiving the grants must develop a victim/witness protection and relocation unit and a corrections component.

Another program will make grants of up to \$600,000 each to prosecutors in six cities for two-year projects aimed at habitual serious juvenile offenders.

These programs must be geared toward speeding up the handling of cases for violent and serious juvenile offenders — by methods ranging from reducing delays at pretrial hearings, eliminating deposition and trial delays, restricting or eliminating plea bargaining, reducing the number of dismissals, improving

cooperation by victims and witnesses to assigning one prosecutor to follow a case through final disposition.

A third grant has been awarded to the Rand Corporation in Santa Monica, Calif., for a one-year project to study model intervention strategies for chronic, serious juvenile offenders. That award totaled \$324,845.

Alfred S. Regnery, administrator of the juvenile justice office, said the grants are based on studies that show that five to eight percent of the juvenile population accounts for more than 50 percent of all juvenile crime.

"What we will be doing is putting this knowledge into practical implementation. By prosecuting the relatively few juveniles who are committing the majority of the crime — sometimes 100 to 200 offenses per kid — we should be able to make a substantial reduction in juvenile crime."

Applications to the "Operation Hardcore" and habitual serious offender programs should be made to the Office of Juvenile Justice and Delinquency Prevention, Room 786, 633 Indiana Avenue, N.W., Washington, DC 20531.

People & Places

Snake-bitten

A sheriff who says he killed a lot of rattlesnakes during his childhood in eastern Colorado say he doesn't want to hunt for a 14-foot king cobra that is on the loose in his county.

Sheriff George Yarnell of Elbert County, Colo., said his experience with rattlers didn't prepare him for dealing with the deadly king cobra, which can strike from a distance of about nine feet. "This isn't your run-of-the-mill snake," he said.

The cobra was part of a collection of exotic snakes owned by an Elbert County couple who committed suicide. When Yarnell and his deputies were called to investigate the deaths, they found a note telling them, "The king is loose."

Yarnell investigated and found that most of the reptile collection, including 20 snakes, several lizards, a tarantula and a European fire-bellied toad, was in place, but the king cobra was missing.

He didn't bother to look for it. "That thing can strike two-thirds of its length, about nine feet," he told United Press International. "That's a long ways. So you don't just barge into a room looking for it."

Instead, Yarnell called in experts from the Denver Zoo and the University of Colorado to conduct the search. The experts searched the ranch, but found no cobra. They said the snake may have frozen if it was outside.



Mack on his back

In an event organized by the Oswego County, N.Y., Sheriff's Department to raise funds for cancer-stricken children, 16-year-old Steven Bortell eyes the finish line during a "strong-man truck pull" competition. The 160-pound Bortell pulled the 14,500-pound truck 70 feet in 45 seconds.

Wide World Photos

Confirmation day

The waiting is over for Francis M. Mullen, who last month was confirmed by the U.S. Senate as head of the Drug Enforcement Administration.

The confirmation vote had been held up for nearly two years because of objections voiced by Senator Orrin G. Hatch, a Utah Republican. Once Hatch abandoned his efforts to keep the nomination tied up in the Senate Judiciary Committee, Mullen quickly won committee approval by a vote of 13-to-4.



DEA chief Mullen

IACP, Parade Magazine honor the finest of the nation's finest

Kentucky State Trooper Roy Boleyn, who shot and killed a suspect who had just wounded him and was threatening to kill two other officers, has received the 18th annual IACP/Parade Police Service Award.

Boleyn, who was left a paraplegic by his wounds, is credited with saving the lives of the two other officers by grabbing a shotgun and firing four rounds into the assailant who had just wounded him.

The 32-year-old Boleyn was given the award by Parade magazine and the International Association of Chiefs of Police at the IACP convention in Detroit last month. The award was established to honor the achievements of police officers

across the country.

Officers cited for honorable mention were: Detective Clifford Coyle of the New Jersey State Police, who coordinated the seizure of 40 tons of marijuana; Sgt. Darrell Frank of the Larimer County, Colo., Sheriff's Department, for apprehension of a murder suspect; Sgt. Leah Gray of the Office of Provost Marshal in Fort Sill, Okla., who headed a successful crime-reduction program at the Army base there; Investigator Charles Griggs of the U.S. Immigration and Naturalization Service in Houston, who has fought "slave-trade" smuggling, and Sgt. Steven Lewis of the San Jose Police

Department, whose sting operation brought in \$1.5 million in stolen property.

Also, Major Beasie Norris of the Baltimore Police Department, the first woman to command a 200-member patrol force there; Officer R. Bruce Ramm of the Orange County, Calif., Police Department, for an auto theft reduction program; Det. Sgt. Ronald Savage of East Lampeter, Pa., who traced the theft of antique guns from 21 museums, and Special Agent William Seals of the Bureau of Alcohol, Tobacco and Firearms in Falls Church, Va., who risked his life to capture a bombing suspect.

The nomination then went on to get the unanimous endorsement of the full Senate.

Shortly after Mullen was confirmed, Attorney General William French Smith told reporters, "The Administration's confidence in Mr. Mullen has never wavered. In fact, it has grown stronger in part because of his superb work as acting administrator of DEA."

Mullen had been serving as acting administrator of the drug agency since July 1981.

Man of the year

Sgt. James Montero, a 24-year veteran of the Houston Police Department, has been named the 1983 Hispanic Police Officer of the Year.

Montero, 47, heads the Chicano Squad of the Homicide Division and has also served with the patrol, juvenile and robbery divisions. He founded the Chicano Squad, a group of Hispanic officers responsible for investigating homicides involving Hispanics.

Other nominees for the award were Officers Richard C. Garcia, Robert V. Ruiz, Patricio G. Saldivar, David C. Garcia, Cosme M. Arendondo, George Alderete, John A. Trevino and Sigifredo (Fred) Lopez.

The award was presented during the department's third annual Hispanic Police Officers Week last month.

Acting days are over

Sgt. David Riddle has been named as the new chief of police in Brandon, Vt., after having served as acting chief since July 15.

Prior to coming to Brandon in 1976, Riddle had served as a police officer in Eatontown, N.J., for four-and-a-half years.



Recipients of the 1983 IACP/Parade Police Service Awards gather for a group smile. In center front is the Policeman of the Year, Kentucky State Trooper Roy Boleyn. Standing behind him are award recipients Det. Sgt. Ronald Savage; Sgt. Leah Gray; Sgt. Steven Lewis; Investigator Charles Griggs; Det. Clifford Coyle; Deputy Commissioner Morgan Elkins of the Kentucky State Police, who accepted the award with Trooper Boleyn; Sgt. Darrell Frank; Lieut. John Queen; Maj. Bessie Norris; Special Agent William Seals, and Officer Bruce Ramm. Standing at rear are the proud officials of the agencies represented by the Police Service Award honorees.

PARADE Magazine photo

= SUPREME COURT BRIEFS =

By AVERY ELI OKIN



Over the past 20 years, society has made tremendous steps toward eradicating discrimination against women and ethnic minority groups. While much remains to be done before all Americans enjoy true equality, the increased awareness of the American public of the problems of discrimination, coupled with much hard work and many court battles, has brought about a decrease in the incidence of intentional discrimination.

However, while the courts have had some success in chipping away at discriminatory practices in the workplace, they have not fully eliminated the well entrenched biases of our society. Such biases rear their ugly heads in unintentional, yet equally offensive discriminatory comments, or in the selective omission of women and minority group members even after such person has achieved a position of stature.

Such an unintentional omission, which went on to receive national attention, was made by The New York Times. In a September 29, 1983, article about Washington's affinity for acronyms, the Times stated, "The nine men who interpret [the law] are often the SCOTUS [Supreme Court of the United States]."

Upon learning of that statement Justice Sandra Day O'Connor wrote a letter to the editor, which appeared on October 12. In that letter Justice O'Connor wrote: "According to the information available to me, and which I had assumed was generally available, for over two years now SCOTUS has not consisted of nine men. If you have any contradictory

information, I would be grateful if you would forward it, as I am sure the POTUS [President of the United States], the SCOTUS and the undersigned (the FWOTSC [first woman on the Supreme Court]) would be most interested in seeing it."

The Justice's letter won her a quick apology from the editors of the Times, but the need for that apology points up the fact that there are still those who are unaware of or do not appreciate the role that women are playing in our nation's courts.

One organization working to educate the public is The National Association of Women Judges. The NAWJ boasts a membership of about 500, or more than half of all the sitting women judges in this country.

From October 7-10, the NAWJ held its fifth annual conference in San Francisco, which had 163 registrants. The NAWJ members in attendance heard reports on a variety of projects aimed at increasing the number of women appointed or elected to the bench. Targeted as one key state was Vermont, which presently has no female judges. Other planned activities of the NAWJ include recommending to Congress that the provisions of the 1964 Civil Rights Act be made applicable to discriminatory private clubs that are involved in interstate commerce. The 1964 Civil Rights Act has often been used by persons seeking judicial relief from actual or perceived discrimination.

The U.S. Supreme Court has been called upon with increasing frequency to interpret the Civil Rights Acts and to rule if alleged discrimination could be curtailed through the application of the Acts' provisions. Most recently the Supreme Court was called upon to determine if the hiring practices of the New York City Police Department were in violation of the Civil Rights Act of 1964, and if so what appropriate remedy should

'A minority police officer may not recover damages if the department can establish that the discrimination was unintentional.'

ensue.

Reviewed below is the Supreme Court's action in that case, along with its probable effect on police hiring policies nationwide.

Civil Rights

In six opinions covering 44 double column pages in the Lawyers' Edition of the Supreme Court Reports, the Justices of the United States Supreme Court announced that the New York City Police Department and the Civil Service Commission of New York City must meet with representatives of two associations representing black and Hispanic police officers to formulate plans for the "preparation and use of future examinations" for admission into the NYPD.

That decision came after seven years of legal battles that saw gains and losses on both sides as the action made its way through the Federal court system.

On April 30, 1976, the present action was commenced against the New York City Police Department and various government officials and agencies responsible for formulating, administering, grading and promulgating the results of the New York City Police Department entrance examination.

The suit was brought as a class action, a special type of suit brought by designated representatives of the particular group of aggrieved persons. The court with original jurisdiction over the class action must "certify" the class and determine that the representative of the class will adequately protect and advance the rights of each person named in

the class. The certified class is made up of all persons similarly situated who would be affected by any court ruling in the class action. The Federal Rule of Civil Procedure and the various state civil procedure rules include provisions that allow a person included in the class to voluntarily withdraw from the class action suit.

In this particular case the class representatives were the Guardians Association of the New York City Police Department, The Hispanic Society of the New York City Police Department, Oswaldo Perez and Felix E. Santos. The action involved a challenge brought by black and Hispanic police officers to several of the written examinations given between 1968 and 1970 that were used to make entry-level appointments to the department until 1974. Each of the members of the class had received a passing score on the examination.

The challenge to the examinations arose out of the fact that many of the members of the class received low scores on the entrance examination. The hiring list is formulated on the basis of the score received on the examination. As a result, the officers named in the class were "hired later than similarly situated whites," which lessened their chances for seniority and related benefits.

In 1974 the City of New York was on the verge of insolvency. As a result, many governmental services were eliminated and budgets for the essential services (police, fire and sanitation) were drastically cut. These cuts resulted in the

Continued on Page 13

Illicit coke test gives arthritics dance fever

A group of California doctors who gave elderly arthritis patients freebase cocaine in an unauthorized experiment found that the drug was successful in reducing pain. In fact, some of the patients got out of their wheelchairs and went square dancing.

Dr. Ronald Siegel, a psychopharmacologist at UCLA, reported that the experiment was conducted within the past two years, but refused to name the doctors involved. He said that when the drug was administered to a group of patients 65 to 70 years old, some left their wheelchairs for the first time in seven years.

The two-year-long experiment showed surprising benefit for patients with long histories of rheumatoid arthritis, Siegel said, but he said he is "very anti-coke" and suspicious of the project.

"I am very concerned that a lot of people suffering rheumatoid arthritis are going to go out and snort cocaine," he said.

"Cocaine remains a substance which is illegal and can be readily abused and produce a lot of toxicity and dependency."

Siegel, who was not part of the experiment but was later called in to evaluate the results, said the doctors involved have been disciplined.



Taking a byte out of crime

Wayne Correia of Irvine, Calif., sits in his bedroom after FBI agents armed with search warrants burst in and confiscated his computer equipment October 13. Agents raided the homes of four high school computer "hackers" in connection with an investigation of possible wire fraud.

Wide World Photos

Houston, Newark give crime fears a once-over

Continued from Page 1

cities are conducting door-to-door surveys to find out what problems each neighborhood faces, then working with citizens and other city agencies to find ways to solve those problems.

In Houston, a Community Organizing Response Team (CORT) is completing its neighborhood assessment survey and has begun conducting "coffee" in the homes of interested citizens to find ways to solve the problems.

Eventually, the citizens and police will form a task force to find ways to tackle the most common problems.

Houston is also testing what it calls the Direct Citizen Contact Strategy, under which beat officers have visited more than 200 homes since September 1.

Those visits are designed to help police

identify problems that are not related to crime that can be solved by working with other government agencies and immediate enforcement problems that can be quickly answered — everything from an empty field that hasn't been mowed to abandoned cars on the street.

In Newark, a similar effort is called the Direct Police-Citizen Contact program. Officers also go door-to-door to identify problems, then turn over complaints to a coordinating officer who gets in touch with the appropriate agency to solve the problem. The officers then report back to the citizen as to the disposition of their complaints.

Each city is also testing some approaches that the other is not.

Newark has developed two neighborhood clean-up strategies, one of which

uses first-time juvenile offenders who have been sentenced to community service to clean up empty lots, scrub graffiti and provide escort services for the elderly.

The other clean-up strategy is to work with other city agencies to set priorities for their work — such as the demolition of a condemned building that is believed to be the site of drug transactions or the replacement of a street light where residents are frightened.

Newark also has devised a program called the Self-Esteem Enhancement Program (SEEP), in which it will set up education and entertainment programs for youths in an effort to keep them off the streets.

The police are working the the school board to establish programs such as

theater for children, leathercrafts and drill teams.

The program has been held up because the school board has not yet approved the use of school buildings and personnel, but Newark officials said they will search for other locations for the program if necessary.

Newark police also are using special enforcement units to fight problem spots, with patrols working roadblocks, radar enforcement, foot patrol and bus details, where up to four officers enter buses stopped at random and eject passengers breaking rules against smoking and playing radios.

The Houston department is testing a victim assistance program in which officers visit victims within five days of a crime to get further information about the crime, to tell the victim what has happened to their cases and to offer assistance in filing insurance claims or seeking counseling. The officers also check to see that preventive measures have been taken so that the crime is not repeated.

Another effort being tested in Houston is the Police Service Response Strategy, where every citizen who calls for police service of any kind will be sent a postcard asking for an evaluation of the service received.

Officials in both cities said they are pleased with the programs so far.

Sgt. Steven Fowler, who is coordinating the program in Houston, said cooperation between police and citizens can solve a myriad of quality-of-life problems.

"The sky is the limit," Fowler said. "There shouldn't be hardly anything that we can't try to change."

Capt. Joe Santiago in Newark said, "I feel now we're on the road. We've got a good program going and we're beginning to see some results and we're going to see even more."

Violent crime leaves probers 'wrung out'

Continued from Page 3

psychologists say. Dr. Evans said officers and technicians must learn to cope with such cases. "If they understand what it means to them, they can do the job and let go of it."

Sgt. Hardyman said investigating rape cases leaves officers "wrung out like a sponge." Afterwards, he said, "you go home and try to go back to sleep and you can't."

Tucson Detective Ronald Miltenberger said, "It's difficult because of the fact you're dealing into a very personal thing. You feel kind of awkward asking a woman you don't even know questions like that."

"But you have to do it."

Chicago on the line

The Chicago Police Department has joined the ranks of agencies that screen calls for service and handle certain crime reports over the telephone.

Superintendent Fred Rice announced October 17 that the department will no longer dispatch officers in response to every call to its 911 emergency number, and will instead handle theft and damage-to-property cases by phone if they meet certain criteria.

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Sicily conference is magnet for world's criminal justice officials

MESSINA, ITALY — Police representatives from 29 countries gathered last month in this little town on the island of Sicily to explore the subject of police power, authority and society.

The two-week International Course of Higher Specialization for Police Forces was the sixth annual program sponsored by the International Center of Sociological, Penal and Penitentiary Research and Studies under the auspices of the Italian Government and several international organizations.

Among those addressing the group was William Saulsbury of the National Institute of Justice, who told the diverse group that the goal of the National Institute "has been the development and dissemination of an organized body of knowledge so that all levels of police policy-makers and researchers can effect fundamental and enduring improvements in effectiveness, efficiency and equity of police services."

Saulsbury cited some of the current research being conducted by the institute, generating particular interest among the delegates in the "fear of crime" research now being conducted in

Houston and Newark.

Saulsbury was a last-minute replacement for NIJ director James K. Stewart, who had to remain in Washington because of budget hearings.

A representative of the United Nations, Professor Maxime Tardu, raised the issue of human rights and the police in democratic societies, noting that the U.N. receives about 50,000 complaints a year against police throughout the world. He explained the United Nations' official position on such issues as excessive force and torture, and went on to lament the difficulties in enforcing such rules.

In a fist-pounding attack on the Mafia, Col. Arnaldo Grilli of the Carabinieri, Italy's national police, called this secret organization a major threat to society, not only in Italy, but throughout the world.

Col. Grilli, who is serving with a national commission aimed at combatting the Mafia in Italy, said that there is a need for new international initiatives. "INTERPOL is not sufficient," he said, citing the need for new laws to combat the threat posed by organized crime.

The issue of the police relationship to



Listening to the simultaneous translation of conference proceedings are (back row, from right) Police Chief John A. Murray of East Greenwich, R.I., and William Saulsbury of the National Institute of Justice.

the public sparked strong disagreement among some participants as to the role of the police in protecting society. Carole Willis, a police researcher from the Home Office in London, said that while research

on stop-and-search efforts in England showed that "arrests from stops in London made up as much as half the total arrests for certain offenses," this practice

Continued on Page 12

'Guns-for-rent' add to Britain's rising problem with armed crime

The use of firearms in crimes has become so common in Great Britain that armed offenses have soared 80 percent in the last year and underworld figures have begun renting guns to criminals who don't have their own.

In London alone, the number of robberies in which a gun was fired has jumped from 59 last year to 193 so far this year. In Manchester, there have been 51 actual or attempted armed robberies, up from 37 last year.

The London Daily Telegraph reports that top professional criminals now prefer to rent guns, leaving a deposit and paying a daily rate. The deposit is required to insure that the gun is not left at the scene of the crime, and Scotland Yard said that in some cases the same gun has

been rented out for up to six crimes.

Parliament member Vivian Bendall is pushing for mandatory sentencing for crimes involving firearms in hopes of reducing their use. "I would set a minimum of seven or eight years for armed robbery as a base for harsher sentences," Bendall said.

Although only members of gun clubs who have satisfied police that they need a firearm are allowed to obtain a gun permit, illegal guns are said to be easy to obtain. More than 15,000 firearms have been stolen in the past six years and many more are smuggled in. Several hundred Browning automatics captured from Argentine soldiers in the Falklands war are believed to have been smuggled home by British troops.

Next year, the Hong Kong government will begin testing an electronic system that will allow it to tax vehicles for road use and that could eventually be used for enforcing traffic regulations, speed limits and weight restrictions.

The system involves the installation of a small radio receiver in every car that will pick up low-frequency signals from wire loops set about four inches deep in roads around the urban areas. The device would then transmit back the car's identification number, so that the number of miles traveled, time of day and other information could be recorded.

Government officials said the system will be used to discourage driving during peak hours. Charges for road use during rush hour will be much higher than during off-peak hours.

But the system could be used in many other ways. Police could maintain electronic surveillance of vehicles as they pass checkpoints along the main road and quickly locate any particular vehicle.

"There are 'Big Brother' aspects to the system," said Michael Clancy, deputy transport secretary. "But the government might not be the only one to 'benefit,' as it were. I can envision a wife asking her husband when the monthly bill comes why he is spending so much time in Wanchi [Hong Kong's red-light district] or a husband using these records to help establish his wife's infidelity in a divorce case."

Hong Kong officials predict the bills will average \$30 to \$40 for 500 miles a month and that motorists' driving patterns will change dramatically.

Hong Kong has nearly 470 vehicles per mile of roadway, one of the world's highest concentrations of cars, and has taken several other measures to discourage driving. Last year, the government doubled the initial registration fee to 70 to 90 percent of a car's retail value. Annual registration fees are about \$400 for a sedan and \$800 for a luxury car.



Running for life

In the photo at left, Philippine police officer Epifanio Canson Jr. (right) shoots at and misses an unidentified youth who went berserk on the streets of suburban Quezon City last month. Canson, who was off-duty at the time, tried unsuccessfully to arrest the man, emptying his revolver at him in the process. In the photo at right, Canson, who had slipped and fallen to the ground, is fatally stabbed as onlookers armed with stones stand by helplessly in the background. The attacker was later shot and killed by responding policemen.

Wide World Photos

The making of an effective po

An interview with Dr. Robert T. Lacey, director of the Brow

When the education and training committee of the International Association of Chiefs of Police met in Quantico, Va., to decide what sort of training sessions to offer at the association's 1983 convention, committee members decided to try something a little different.

In addition to such technical topics as hazardous materials and management techniques, the committee opted to conduct three early morning training sessions in personal and professional effectiveness — sessions that would include everything from asking police chiefs if they have made out a will to urging them to delegate authority.

The committee members were leery at first, but by the end of the second early morning session, their doubts were gone. Even though the sessions began at 8 A.M. — the first training session on the conference schedule each morning — they drew groups of 25 to 30, and better yet, rave reviews.

Dr. Robert T. Lacey, director of the Broward Criminal Justice Institute in Florida and chairman of the education and training committee, said, "We weren't sure how this was going to go over. This was kind of a pilot project. I think now we can say it was very successful. We've had nothing but positive comments."

According to Lacey, who moderated the sessions, the object of the training was to "revisit and re-emphasize the personal needs of not only the organization, but the person himself."

Lacey said most police administrators know what it takes to be personally and professionally effective, but get caught up in the press of time and forget to emphasize those qualities. He recommends that all police executives occasionally sit down and complete a personal inventory, and he hands out a checklist of quick reminders to help them do so.

Lacey was appointed chairman of the education and training committee for 1982-83 by Leo Callahan, then president of IACP and chief in Fort Lauderdale, Fla. Lacey began his career in criminal justice as a police officer with the Dade County Public Safety Department, then served for more than three years as a consultant with IACP at its Maryland headquarters.

He has also served the Justice Department in the Drug Enforcement Administration and the Treasury Department at the Federal Law Enforcement Training Center.

(This interview was conducted for Law Enforcement News by Linda Sanders.)

'A police administrator's life is no different, in many respects, than other industrial managers. Any time you get into these top administrative positions, you find that there is much more demand on your time.'

sometimes what happens to executives. Their time becomes such a demand item that they really can't divide it like they should, so I don't think the police administrator is really any different than the head of any other big industrial organization. Their time is really not theirs, [and we tell them] to sit down and take the time, reassess yourself, make sure you're on the right track. LEN: What do you hear from police chiefs and others when you tell them to do this?

LACEY: The general comment seems to be, "You know, we know this and know we should keep abreast of it, but thanks for reminding us to do these things." I think that's the undertone.

LEN: So you think most people know what they should be doing to maintain their personal effectiveness, but just let it slip in the press of time?

LACEY: I think so. I think we get caught up with time. We certainly all have the education, we've been through the training. Of course, police chiefs certainly would not have gotten where they are if they didn't have these attributes and were aware of them, but we get caught up, get overworked, and we forget about them.

LEN: Is there a big difference in how you make yourself professionally effective, as compared to personally effective?

LACEY: No, probably one supports the other. We can't let our professional lives overtake, overpower and dictate our personal lives. If we do, then one is going to suffer at the expense of the other. If we can keep the two separated, yet understand that they support one another and that they're very important as a part of each one of them, then I think the executive will be a better manager than he would be if he let one side of it slip away from him. We don't want to let the personal side of our life get away from us, either.

In search of perfection

LEN: How would you describe the perfect police manager? What characteristics would the perfect police chief have?

LACEY: I don't know if there is such a description. I don't think I'm capable of describing that. We're going to find that styles of leadership are different, that these leadership styles will be affected by our personalities and, of course, personalities are different. We're looking at what we consider baseline reminders of what we should do, and this is trustworthiness, integrity, morals, openness, our willingness to listen, to talk, to give good, clear instructions, the willingness to, if someone doesn't understand it and asks a question, to take the time to answer it. These are just things that should be there, that should be built into personalities. Now how we apply them becomes the important thing, so as far as the perfect one, I don't think there is one. I think we need different types of people, we need different styles and this keeps us all fresh in our approach to doing things.

LEN: What would you tell police managers who thought that maybe they'd gotten in over their heads, who thought that maybe they weren't good administrators?

LAW ENFORCEMENT NEWS: When the IACP education and training committee decided to present sessions on personal and professional effectiveness at the 1983 convention, it seemed rather a departure from the usual kinds of training offered. Why did you decide to present these sessions?

LACEY: We had been presenting highly technical subjects and it was the feeling of the committee that we might try this approach to revisit and re-emphasize the personal needs of not only the organization but the person himself. We weren't sure how this was going to go over. This was kind of a pilot project and I think now we can say it was very successful. We had nothing but positive comments.

LEN: Why is this so popular? Do you think this aspect of being a police executive is normally ignored?

LACEY: I don't think it's ignored as much as it's with you every day and sometimes it's hard to see yourself, especially as our police chiefs ascend to that position as the head of the organization. It's a very lonely spot and many times they do not have confidantes that they can talk to or put their open comments or their trustworthiness into. I think sometimes we just accept this, but maybe don't really see it.

LEN: How do you separate personal effectiveness from professional effectiveness?

LACEY: Personal effectiveness is our personal assets. [Through a self-inventory] we look them over carefully to be sure we are doing those things that the organization needs, because in order to be a good manager, if you don't recognize your own self limitations or strong points, then can you effectively lead your organization?

LEN: You don't think people in management positions take the time to stop and do that kind of self inventory?

LACEY: Probably it's not that they don't take the time. They just don't have the time, so they won't force themselves into that. We find ourselves caught up in this. One of the points we discussed is our personal lives with our families. We find that we spend the majority of our life at work and we actually deal more with our work environment than we do with our homes, and this is one of the things we brought out in our self-inventory, to make sure that we stay in contact with our own families and communicate and share things with them.

Making a list, checking it twice

LEN: How do you do that?

LACEY: Well, sometimes you have to sit down and make a check-off list. What we're saying is make yourself a little personal list and kind of check it off periodically and make sure you're doing these things.

LEN: What are some of the things an administrator

should look for with this list?

LACEY: Do you really talk to people? Do you really listen to people? You know, we find ourselves so caught up with this fast-moving pace that we all seem to be moving at that we find we don't really listen to people, we're already formulating an answer or question that we're about to ask, not really listening to what you're saying to me. You ask yourself if you're taking the time to listen, and if you're listening, are you listening to what the people are telling you or what they're suggesting to you? Learn to recognize people and deal with people, learn your own shortcomings, recognize some of your own telltale signs when you're getting irritable, when you're getting short. These are the type of things we're trying to encourage.

LEN: Most people would think that they are listening to people even when they're not, though. How do you rate yourself objectively?

LACEY: You find, number one, you can't answer questions. I think, really, we probably listen to about every third word and so you can generally come up with a pretty good answer about what they're saying. But when it's all over with and you have time to sit down and you've got a little check-off list, you'll find that you didn't really listen to what they were saying. You cut them short or you wanted to interject yourself too quickly into it, and this is just something you have to force yourself to do. I think impatience — we've got such a busy schedule and so many things to do, that we continue to hurry ourselves into, "Well, let's get this over with so I can get on to other things." This again is what we're saying. If you're going to be personally effective, you're going to have to have some type of barometer that you can measure yourself by and continuously do this. You can't overlook it.

LEN: Is it harder for police administrators to maintain a good personal or family life than for other types of executives?

LACEY: No, I think that's exactly the thing we're trying to tell them, that your life is no different, in many respects, than other industrial managers. Any time you get into these top administrative positions, your life does become much more public and you do find that there is much more demand on your time. But what you have to do when you've set your goals in life is to reassess those goals and make sure that that is what you want to be doing and that they don't just become standards that you're operating by every day. Keep your goals reasonable and make sure that your goals are leading to something that can be accomplished, but at the same time, keep in contact with all the things around you, not just one segregated area. We feel that this is

Police manager

Howard Criminal Justice Institute

LACEY: This happens quite often. Any time you take on a new task, you're really into a new field and you may be over your head, but, again, the willingness to enlist help, the willingness to delegate and ask for help from your subordinates — you don't abdicate your responsibility, but you certainly seek help in the area — the willingness to go back to school, the willingness to participate, to read good reading material. Don't just read one thing; have a mixture of articles, periodicals, magazines and books which keep you abreast of things. And don't be afraid to seek help.

LEN: Do you think police are reticent to seek help, particularly in the form of counseling, when they have these kinds of problems?

LACEY: Probably in the past we were more reluctant to do it than we are today. I think our modern police chiefs are excellent managers and they certainly do seek out and utilize the help they need.

LEN: Why is that changing?

LACEY: Our society, as the complexities around us change. Our modes of transportation have changed, our modes of communication have certainly changed. As we become more modernistic this affects all of us.

LEN: Is it becoming harder to be a police executive than it used to be?

LACEY: I think maybe the roles have changed quite a bit in the past few years. I think the term "manager" is exactly what he is. We see more and more of top managers coming from different scopes of professional development — you don't have to be a policeman all the way up the line to be a good police chief. So we see a mixture of these things, and I think today we see them as much better managers than they were in the past, and they are being required and demanded of to manage their organizations properly.

LEN: Is there some sort of training that should be offered to police officers in the lower levels, to shift commanders, for example, to prepare them for positions as police administrators?

LACEY: That is offered. That is one of the objectives of [the IACP] committee, to coordinate and bring together our entire United States to share thoughts with each other, to utilize industrial managerial concepts and, yes, to provide supervisory, mid-management training. This is being done. In other words, we start the young police officer the day he enters the police department into his training mode and we want to encourage and see if we can't nurture that all the way up until the day that he could assume office as an executive.

LEN: And that includes training for personal and professional effectiveness?

LACEY: I think that's being done today more than it's ever been done before. It's the younger law enforcement officers that really have the exposure to better training than a lot of us had 20 years ago.

Loneliness at the top

LEN: Is there any one thing that you see police managers doing wrong most often?

LACEY: I think probably that they feel alone, feel left out. They're having to endure a lot of these things by themselves, which we point out through these seminars that we all share these types of things and they should try not to have that feeling if they can help it. Probably the loneliness of being a police chief is the thing that would hurt them more than anything.

LEN: One topic that seems related to this, one which typically receives a lot of attention, is handling the stress associated with police work. Is that part of what you're talking about?

LACEY: Yes. These again are some of the things we're trying to go back to re-emphasize, that we have stress. Of course, we have good stress and bad stress, it depends on what we call stress. We teach them to recognize this. If we go back and do our personal reassessments — recognize our own personalities, recognize when something is bothering us — then I think the chiefs can handle their stress situations much better than they can if they don't recognize it and it begins to get away from them. We're even doing this at the beginning level, at the patrol officer. We realize that they have stress, that the supervisors, the mid-

managers and the top management have stress, so [we show them] how to recognize it and how to handle it.

LEN: The kind of thing you're talking about, these self-assessments, seems to require a good deal of openness, particularly when done in a group like this. Is that difficult for police executives?

LACEY: Yes, I think so. I think it's difficult for anybody. This is one of the reasons why in this particular training session we didn't want to direct it at anybody individually. One of the big responses we had was when we were talking about the need to have a will. You ought to have one. One day something happens and your family's not taken care of. And everybody said, "I never even thought about that." It's little things like that, getting them to participate.

LEN: What are some of the tips like that that you recommend to police administrators?

LACEY: Again, what we've been talking about — set goals for yourself, but don't let the goal get away from you and just keep you going in one direction that you really don't want to go in. Don't be afraid to change directions, to have initiative, to have desires to get ahead and apply yourself. You're going to have to expose yourself to a learning process here, that every day you can learn something new. These are the things that we try to get across to them.

LEN: Do you find much of a problem with stress-related abuse of drugs or alcohol among police managers?

LACEY: These are things that you hear all the time. I don't really know, and I really couldn't answer that, because I'd have to have more personal knowledge of it myself. I'm sure that in every profession we do see those problems occurring and I don't think we as police administrators, or as training directors, are any more immune to those stresses than other people. How each individual handles that, of course, is going to be directly related to that individual's personality. I know, yes, we have had a lot of chiefs that probably have a drinking



Rex Schulz

today, hold to a higher degree of accountability the police officers themselves, because of the authority being granted them. I think this in turn creates a great deal of pressure upon our police chiefs to make sure not only that they manage their departments in the proper perspective, but they have to seek out, hire the best candidates available, get them trained and get them into the work, and then of course, the ever-present problem of maintaining these young men and women once we get them into the field. So being quasi-military is probably the best way to handle it, but it does create a great deal of high accountability for the managers and creates this stress problem we were talking about.

LEN: One of the things you've mentioned several times in the need to be flexible, to be able to change. Do you think police chiefs are too rigid?

LACEY: Probably this comes about by the fact that, again, we get isolated in our jobs. We become so involved with that that we lose contact with the communities. This again is what we're trying to revisit for

'We're all caught up with it. We go, go, go. The police executive has got to say 'Whoa.' He's got to relax for a moment and just let things stop.'

problem, as doctors have had them, lawyers and everything else. Again, what we're saying is to take a few minutes a day just to sit down and relax. Don't do anything. Don't try to go to sleep. Don't try to think. Don't try to answer a phone. Just sit there and totally relax. This seems to be a big suggestion today to try to take care of stress for us a little bit.

LEN: Isn't it rather ironic that you have to teach somebody to sit down and relax?

LACEY: You'd think that, but we're all caught up with it. We go, go, go. The police executive has got to say "Whoa." He's got to relax for a moment and just let things stop.

LEN: I would think that is difficult for a lot of police executives, because they so often feel the need to personally oversee everything, to be there as much of the time as possible.

LACEY: That's it. We're trying to suggest go back and try to revisit your management training, realize that people have developed these hypothetical philosophies, basically have researched them and [found] that you do need help. Don't be afraid to utilize the help, select your subordinates and then let them have the responsibilities, but let go. You've got to let go so that you can get that help. If you don't let go, then the people are not going to do the job that you want them to.

LEN: Does the fact that police departments have a quasi-military structure make the police manager's job different? Does it require a different sort of management?

LACEY: I think it makes it different. Now, management skills, I don't see that much difference in them. It's just that you're handling a different product. I say that it is different because basically our communities, in accepting the law enforcement principles that we have

them, to tell them sit down, take a moment, go back, make sure you stay in contact with not only your families, but your social groups, your other groups that are necessities to make sure you have the full realm of flexibility you need.

On the home front

LEN: What is the spouse's role in all this?

LACEY: This is what we were talking about in the self inventory, to involve your family in your life and try not to spend so much time in just your work environment itself, but not only to spend time with your family but involve your family.

LEN: What do police administrators need from their spouses?

LACEY: Understanding, tolerance, love and support, encouragement. But again, this is what you have to share with them and if you don't share it with them and you keep them outside that professional world of ours, then we will begin to lose some of these things. From the very beginning, there has to be a total understanding between the partners that this job is going to be demanding, it's going to be a 24-hour-a-day job and there are many times that the chief or administrator has no choice but to spend more hours there than he wants. If these attributes are there, then I think it makes for a good marriage.

LEN: Is it difficult for police administrators to make that division between personal and professional life? It seems like there is more of a transition between the professional and personal roles for police than in most professions.

LACEY: For some, yes; for some, no. You'll find a mixture going on here. There's no cut-and-dry answer on

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Keeping your life in balance: a personal effectiveness inventory

Financial Management

Proper financial management as evidenced by my comments/commitments

- ☐ Preparing and using a family budget
- ☐ Avoiding unproductive debt
- ☐ Saving regularly
- ☐ Maintaining real and personal property

Appropriate life, medical and disability insurance in the event of

- ☐ My death
- ☐ My disability
- ☐ Family illness

☐ Current will

☐ A comfortable retirement plan in action

Personal Growth

- ☐ Be positive and forward looking
- ☐ Keep promises and commitments
- ☐ Totally honest with myself and fellow men
- ☐ Express love and appreciation daily
- ☐ Give sincere compliments
- ☐ Make new friends

- ☐ Discuss openly and resolve problems with appropriate individuals
- ☐ Take proper counsel
- ☐ Attend to spiritual/religious dimension
- ☐ Resilient when faced with disappointment or reverses
- ☐ Set and work to achieve personal goals
- ☐ Keep a journal

Home and Family

- ☐ Express love and appreciation daily
- ☐ Invest in family members by spending quality time with them
- ☐ Plan and carry out meaningful family activities
- ☐ Beautify surroundings
- ☐ Keep home neat, clean and in good condition
- ☐ Grow a garden
- ☐ Have a supply of food, water, clothes, etc. on hand

Literacy and Education

- ☐ Read good books regularly

- ☐ Read professional journals and periodicals of interest
- ☐ Take advantage of courses, conferences and special seminars
- ☐ Improve writing and oral communication skills
- ☐ Encourage learning by others

Career Development

- ☐ Know your craft
- ☐ Improve your skills
- ☐ Record your progress and contributions
- ☐ Take advantage of professional training
- ☐ Encourage career development of others

Physical Health

- ☐ Have a balanced diet
- ☐ Obtain adequate rest
- ☐ Have regular physical, dental examinations
- ☐ Exercise regularly
- ☐ Know basic first aid skills
- ☐ Abstain from harmful products
- ☐ Carry adequate health insurance

The personal and professional effectiveness questionnaire utilized by Robert Lacey.

LEN interview: Police trainer Robert Lacey

Continued from Page 9

these kinds of things, because you're dealing with a multitude of personalities of people. Some can do it quite readily and some have a little more difficulty in doing it and some can't do it at all. You'd have to look at each individual situation and see how it's handled. The only thing we can do in the educator and trainer's field is to continuously keep in front of them reminders, daily reminders. You get so caught up in this thing.

LEN: What would you tell someone who was having trouble separating the two?

LACEY: First, to solve a problem, you have to recognize it. If you recognize you've got a problem, you've already got it half solved. Then it's a matter of who you feel comfortable to go talk with and share things with. Sometimes the family minister or priest or rabbi, maybe an older family member, maybe one of your in-laws, maybe just a good friend — any of these kinds of people that that person would be most comfortable with.

LEN: A lot of police seem to feel that nobody else could understand, that their job is so unique that nobody outside it could be of much help, whether a minister or psychologist or anybody like that.

LACEY: I can only answer from my experience as a police officer. It depended on what assignment I was working. My personality did change, my outlook on things changed. In some of my assignments, I could be more happy, relaxed and tolerant of things and yet at other times I would be caught up in something and become very hard, withdrawn and just didn't want to deal with people. These are things that we have to look at. As educators, we have to look at the totality of the police profession and make sure that we're constantly staying abreast of the state of the arts so that we can keep the administrators informed. They in turn can keep their subordinates informed, on down the line so that we have total, open communication. This is the hardest thing in the world to do.

LEN: Do you think there's any truth to that feeling that a cop's job is so unique that nobody else can completely understand the pressures and problems of it?

LACEY: Yes, I do. I say this in that I don't know of any other thing to compare it to, and I think this is the mistake many times that many people make in trying to compare a policeman's job to something else. It is different, and it's supposed to be different, and it's designed to be different. But the main thing we should re-emphasize is that this is your choice, but don't excommunicate yourself from the rest of the community. Share it with the community, let them know. We see this now going on more and more. We're encouraging the police administrators to join groups like Rotary, Kiwanis, Chamber of Commerce and become part of the

community. I think in today's communities you'll see this more than you would have 15 or 20 years ago.

The 20-year plan

LEN: Is there any other advice you would give police administrators who are trying to improve their professional effectiveness?

'A mistake that many people make is trying to compare a policeman's job to something else. It is different, and it's supposed to be different, and designed to be different.'

LACEY: Make yourself a plan. When I first started out in law enforcement as a young patrolman, I sat down and made out the 20-year plan for myself. I wanted to go to college. I wanted to make sure I had my degrees. I wanted to make sure that I could be as high as I could in the law enforcement field. I think each administrator should do that. I think he should have a plan of action for himself and set some goals and have the willingness and the initiative to get in there and get after it. Even though you become discouraged, all right, stop, sit down and relax and go after it again.

LEN: You mean that you should actually write down what you want to be doing in 20 years?

LACEY: Sure, I think you can make a little outline and say I want to do 1, 2, 3, 4, 5, 6, 7. One of the things we

discussed this morning was alternate plans of action. I may want to go from one point to another, but if something happens, I'll have an alternate route to go on. I want to make sure that I can get to my objective I set for myself and know the different roads I'll have to take on it.

LEN: Do you think this helps clear up for police officers the sort of things they need to do now to get to that 20-year goal?

LACEY: Yes. In fact this morning [at the training session], I think we all learned from what was shared here. It's not that we didn't know it, not that we haven't taught it and not that we haven't participated in it, but you just get caught up with everything and it kind of slips off to the side and becomes hidden from us, so we bring it back to the surface again. I think every administrator has to do that to himself. Every once in a while, go pull out the plan and make sure of where you're going. The hardest thing in the world is to evaluate yourself. It's very difficult to see yourself as others see you.

Coming up in Law Enforcement News:

An interview with William Lindsey,
director of the Ft. Lauderdale Housing Authority
and creator of the 'slumbusting' Oasis Technique
for reducing neighborhood crime.

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The many facets of terrorism

Practice makes perfect: simulating terrorist incidents

Simulating Terrorism. By Stephen Sloan. Norman, Okla.: University of Oklahoma Press, 1981. 158 pp.

"Simulating Terrorism" will prove both interesting and worthwhile reading to the individual who has a responsibility for training against terrorist action, or operational responsibility to combat terrorist acts. The author draws upon a unique background in which he has observed and studied terrorist activities in Indonesia and other parts of the world. He has written on the subject of terrorism in two earlier works, "A Study in Political Violence: The Indonesian Experience" and "Responding to the Terrorist Threat: Security and Crisis Management" (co-edited with Richard H. Shultz Jr.).

Sloan's interest in his subject is more than academic. He has conducted systematic analyses of various terrorist acts and uses these in the development of methods which can be used to simulate terrorist acts, and ways to combat them. The author also draws on an interest in the theater as a means of developing simulations.

Utilizing a study group on international terrorism at the University of

Oklahoma, the author has helped conduct numerous exercises utilizing the simulation approach, involving both police departments and military units. This book is a good "how-to" manual for the individual who wishes to create a terrorist scenario for training purposes.

The book focuses on terrorist incidents that involve personal interactions, such as kidnappings, rather than clandestine acts, such as bombings. Emphasis is also placed on political incidents rather than purely criminal acts, such as hostage taking. Finally, the research focused on acts involving international contact. Despite these restrictions, however, there is much in this book that will prove to be of interest to law enforcement units faced with the problem of coping with terrorist activity.

From a purely practical standpoint, the book will in some measure appeal to a relatively small audience. On the other hand, it may also be of interest to persons who are conducting research relative to terrorism.

As the author notes:

"The various simulations have implications that go beyond the problems encountered by a field unit responding to a

Continued on Page 12

The victim's perspective on the singular stress of terrorism

Victims of Terrorism. Frank M. Ochberg and David A. Soskis, eds. Boulder, Colorado: Westview Press, 1982. 201 pp.

Being taken hostage during a terrorist attack is becoming more common both abroad and in the United States. The psychological stress placed on a hostage is rivaled by few other events in a person's experience. Often the stress becomes unbearable and the hostage's behavior seems incomprehensible.

This book of readings addresses stress, captivity and coping with the hostage ordeal. There are narratives of actual events presented with a view toward providing the reader with an understanding of the behavior, reaction and residual problems of those who have been taken hostage in terrorist incidents.

The opening chapter offers an account of the hijacking of a Dutch train in 1975. The engineer and two hostages were killed and the rest of the passengers were held captive for nearly two weeks. Gerald Vaders, a newspaper editor, kept extensive notes during the ordeal and these form the basis for this chapter.

This is followed by an analysis of stress, including the physiology of stress, stress as a cause of death and disease, stress responses and disease mechanisms, and physical defenses and psychological responses.

Coping with terrorist victimization is the focus of chapter three, which examines the adaptive behaviors demonstrated by victims of terrorism and how they are used in other life-threatening situations to reduce anxiety

and to make outcomes more likely.

Other chapters discuss the effects of captivity and a victim's response to terror, including a look at the Stockholm Syndrome. This syndrome got its name from a 1973 robbery and hostage-taking at a bank in Stockholm, Sweden, which lasted 131 hours. The notoriety of this incident stemmed from the fact that, contrary to what had been expected, the victims ended up fearing the police more than they feared their captors. One of the hostages stated, in a phone call to the Prime Minister, "The robbers are protecting us from the police." Psychologically, the victims felt that the robbers had given them back their lives and as such they were emotionally indebted to their captors for this generosity.

The Stockholm Syndrome has since been observed around the world and seems to be an automatic, often unconscious emotional response to the trauma of becoming a victim in this fashion.

One chapter of particular importance to law enforcement discusses the interactions between police and behavioral science professionals. This chapter speaks to the recognition and treatment of police stress and the growing use of behavioral scientists in hostage negotiations. As part of a hostage negotiating team, the psychologist or other behavioral scientist can provide critical assistance to the negotiator and to the overall command structure. In addition to providing assessments of the terrorists' emotional moods and the

Continued on Page 12

Reflections on a 10-year trend

Terrorism: Interdisciplinary Perspectives. Burr Eichelman, David A. Soskis and William H. Reid, eds. Washington, D.C.: American Psychiatric Association, 1983. 186 pp.

Terrorism is a subject that has won the interest and attention of more than any one particular professional group. This collection of essays published by the American Psychiatric Association is culled from a 1979 conference, and provides a different perspective than that with which most law enforcement officials are familiar.

Most of the material deals with the issue of hostage situations, or terrorist acts; the broader issues of the so-called terrorist mentality are not addressed in any detail. Nevertheless, it is a fascinating book, because it approaches the subject from the problem of the psychiatrist's role and the law enforcement decision process, rather than from the terrorist's viewpoint.

The ethical issues from a professional standpoint are addressed in three papers that represent an interesting international mix: Israel, England and the United States. There is also a section on the victim, and the psychiatric and psychological problems associated with terrorist acts.

A section that should be of particular interest to law enforcement officials is the one on "Training Law Enforcement Officers." Former New York City police

captain Frank Bolz offers an excellent piece on the ins and outs of a hostage situation. A paper by Conrad Hassel of the Federal Bureau of Investigation will be of value of agencies who are developing, or have terrorist or hostage negotiating units.

There is also an extremely fascinating piece by co-editor David Soskis, who describes an experimental simulation to assess decision-making by law enforcement personnel and psychiatrists reacting to the same situation. Although one might assume that the responses will be different, there was a surprising degree of consensus.

A piece on research in terrorism offers at least a review of the literature and is worth reading if one is not familiar with the direction of research in most countries.

Not surprising, perhaps, is the finding that terrorism is largely a phenomenon in but a very few countries. "Of all terrorist activities, 58-72 percent takes place within ten countries," the book states.

Not much more than a decade ago the subject of terrorism was of little interest to the scholar and the medical and legal professions. In many ways this book is a reflection of the unfortunate trend we are facing, and for this reason alone this book is important reading.

— RICHARD H. WARD
University of Illinois, Chicago

Hot off the press: ABA booklet describes handling of arson victims

The American Bar Association has issued a booklet aimed at teaching law enforcement officials the steps they should take to make sure that victims of arson receive the services and benefits available to other types of crime victims.

The booklet, "Arson Victims: Suggestions for a System Response," recommends that law enforcement and fire department officials identify, track down and maintain contact with anyone who has been injured or lost property as a result of arson.

It also says that they should inform arson victims about restitution, civil damages and state-funded victim compensation programs, and about the importance of victim-impact statements in sentencing.

"Improved investigation and prosecution practices, increased victim access to the criminal justice system and better victim services do not

necessarily — and certainly do not automatically — benefit arson victims," said Frank Carrington, chairman of the ABA committee that developed the booklet.

The booklet says that arson victims are treated differently than victims of other crimes because they usually did not witness the crime, making them less important to the investigation, and because many are hesitant to step forward out of fear they will be considered suspects in the fire.

Many do not know whether the fires were arson or which agency is responsible for investigating, according to the booklet.

The booklet, which was developed under a grant from the U.S. Fire Administration, is free. For copies, write to the ABA Criminal Justice Section, 1800 M Street, N.W., Washington, DC 20036.

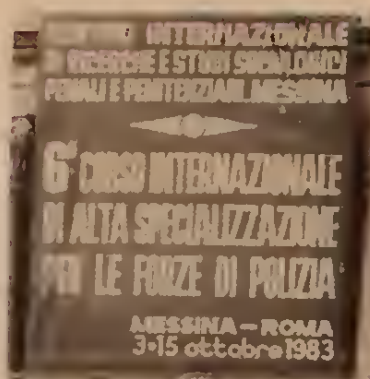
Police officials gather in Sicily

Continued from Page 7

could also have a detrimental effect on public relations.

Citing proposed legislation in England on the subject of police powers, Willis said that it may be "unrealistic and undesirable to withdraw discretionary powers from the police through legislation." She pointed out that there is a need for safeguards, but admitted that they are difficult to build into legislation of this nature. The police, she said, must strive continuously to maintain a balance in the exercise of discretion which recognizes civil liberties and the broader relationship of the police with the community.

Professor Gordon Misner of the University of Illinois at Chicago noted that while the police are dependent on cooperation from the public, a truly reciprocal relationship probably doesn't exist in complex, urban cities. Consequently, he said, police affairs often become part of "invisible" government. He underscored the need to constantly



look for new ways to help maintain a supportive public.

The delegates to the conference included representatives from as far away as the People's Republic of China, and from a range of both industrialized and

developing countries. According to the program coordinator, Giacomo Barletta, a Sicilian lawyer and vice president of the Center, the course is designed to bring together police officials in an effort to identify, explore, and analyze problems from a police perspective.

Among the representatives from the United States were Edwin Potter, director of the Bureau of Corrections in the U.S. Virgin Islands; Col. John Murray, chief of police of East Greenwich, R.I.; Dr. Joseph Peterson, director of Center for Research in Law and Justice at the University of Illinois-Chicago, and Dr. Richard H. Ward, a professor of criminal justice at UIC.

"This conference has provided me with an opportunity to interact with police officials from all over the world," Col. Murray said, "and I believe we have contributed as well as learned a great deal."

Defective shells recalled by arms company

The Remington Arms Company has recalled defective 6-mm. cartridges that could damage firearms or injure shooters if used.

The cartridges, loaded with 80-grain hollow point "Power Lokt" and 80-grain pointed soft-point bullets, may show unusual pressure growth, the company reports.

The cartridges affected have index numbers R6MM2 or R6MM1 on the lower right corner of the end flaps and code numbers S, T, or U on the side of the left end flap.

Anyone who has purchased these cartridges should return them to G. T. Porter, Remington Arms Company, Interstate Route 40 & Remington Road, Lonoke, AR 72086, for free replacement.

Simulating terrorist scenarios

Continued from Page 11

terrorist involving the seizure of hostages. The response patterns associated with such areas as tactical measure, negotiative positions, and administrative techniques must be viewed in a broader context of policy-making at all levels of government. In its most murderous and sophisticated forms, contemporary terrorism represents an assault on an entire civil order. It cannot be dismissed as merely a form of criminal behavior or a particularly innovative type of political violence."

Most large city police departments and many corporations are giving consideration to potential terrorist threats, and this book should prove extremely worthwhile to those persons interested in the topic.

— RICHARD H. WARD
Vice Chancellor for Administration,
Professor of Criminal Justice
University of Illinois, Chicago

The victim's perspective on terrorism

Continued from Page 11

psychological implications of various police actions, the behavioral scientist can also help the negotiator deal with his own stress during a time when human lives hang in the balance.

"Victims of Terror" is an excellent introduction to a problem that increasingly confronts police the world over. As the editors point out, terrorist attacks, like many other problems, do not lend themselves to traditional law enforcement techniques. Police officials are learning that they cannot complacently ignore assistance that can be provided by the behavioral scientist in dealing with life-threatening situations.

— DANIEL P. KING
Whitefish Bay, Wis.

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Supreme Court Briefs: Title VI and relief from discrimination

Continued from Page 5

layoff of many newly hired police officers in June 1975. Since the New York City Police Department used a "last hired, first fired" policy, the officers with the lowest scores on the entrance examinations were laid off first. A Federal District Court in New York found that "black and Hispanic officers were disproportionately affected by the layoffs."

The suit alleged that "but for the discriminatory impact of the challenged examination upon minorities," the members of the class "would have been hired earlier and therefore would have accumulated sufficient seniority to withstand the layoffs." The class representatives contended that the layoffs violated Title VI of the Civil Rights Act of 1964 and various other Federal and state statutes.

Title VI of the Civil Rights Act of 1964, codified at 42 U.S.C. §§2000d, et seq., provides in relevant portion that: "No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." At the time of the layoffs the NYPD and the City of New York were receiving Federal funds.

Following hearings before the District Court for the Southern District of New York and the Court of Appeals for the Second Circuit, the District Court awarded each of the members of the class "constructive seniority" with the "corresponding monetary and nonmonetary entitlements." The District Court order also directed the NYPD to "give a sergeant's examination to those class members whose constructive seniority would have entitled them to take the last such examination." The order also ruled that the New York City Police Department and various city officials had "to meet and consult" with representative of the class "on the preparation and use of future examinations" for admission to the force.

The Court of Appeals for the Second Circuit subsequently ruled, however, that the relief ordered by the District Court pursuant to Title VI could not be sustained.

Five Justices of the Supreme Court voted to affirm the decision of the Court of Appeals. Justice White wrote the opinion of the Court, which cited the case of *Regents of the University of California v. Bakke*, 438 U.S. 265, 57 L.Ed 2d 750, 98 S. Ct. 2733 (1978). Justice White's opinion found that there exists a private right of action under Title VI, yet it stressed the fact that the remedy that may be awarded under Title VI is limited only to prospective relief.

Reasoning from this premise the Court determined that all of the relief was inappropriately ordered, with the exception of the requirement that the NYPD and appropriate authorities consult with the minority groups prior to implementing a new entrance examination.

The opinion of the Court went on to emphasize that a showing of discriminatory intent is not an essential element of a Title VI violation, and that a private plaintiff "should recover only injunctive, non-compensatory relief for a defendant's unintentional violations of Title VI."

This ruling is one of tremendous significance for police forces receiving Federal money, who are or may become the subject of suits under Title VI. The decision in this case sets a precedent that a police department cannot be compelled to "make whole" those minority police officers who because of poor scores on entry-level exams lost their jobs as a result of the policy of "last hired-first fired." In the case at hand that meant that NYPD minority officers were not entitled to regain their jobs at a level that they would have achieved had they not been fired from the force.

Going far beyond the officers affected in this case, the present decision of the Court is, in effect, a shield for police departments that unintentionally have created hiring systems that adversely affect minority applicants. While the Justices did not come right out and say it, this decision means, in essence, that a minority police officer finding him or herself in a situation like the NYPD officers may not recover damages against the department if the department can establish that the discrimination was unintentional.

What the decision does say to the minority police officer, wherever geographically situated in this country, is that if the officer is working for a department receiving Federal funds, and if the officer can show that some departmental procedure is discriminatory, that officer can ask a Federal district court to prospectively enjoin any further discriminatory effect. That means that the District Courts may, in a proper case, order a police department to change its internal policy, or grant relief so that the officer bringing the action will not suffer from the discrimination.

In the event that a police officer finds him or herself in a position where he or she is being discriminated against but the department is not receiving any Federal funding, either directly or through a block grant to the municipality, then the officer may not seek injunctive relief under Title VI. That is not to say that the officer is precluded from seeking relief under other Federal or state statutes.

Due to the ever-changing nature of Federal legislation and state and local regulations governing the hiring and firing practices of police departments, officers who feel they have been unfairly treated or discriminated against are strongly advised to seek out legal counsel with reputations for practice in the area of law concerned. Inasmuch as a departmental legal officer will most likely side with the chief or management in any action brought against the department, the aggrieved officer would do well to seek the legal advice of counsel to the police union, police benevolent association or private attorneys knowledgeable in the field.

(*Guardians Association v. Civil Service Commission of the City of New York*, 77 L.Ed 2d 866, No. 81-431, decision announced July 1, 1983.)

On The Record:

"The controversy over capital punishment is very unfair to anyone meditating murder."

— Geoffrey Fisher



BURDEN'S BEAT

By ORDWAY P. BURDEN

Getting MADD enough to do something about 'socially acceptable' homicide

Drunken driving has been called the only socially acceptable form of homicide in the United States. While that description may be a bit of an exaggeration, a drunken driver who kills has not faced the same stigma as, say, a cold-blooded murderer. But the result is the same.

A number of grass-roots groups are rallying against this attitude, which they see as permissive — an attitude they say is responsible for weak laws, poor enforcement and irresponsible judges. Mothers Against Drunk Drivers (MADD), Dealers Against Drunk Driving (DADD) and Students Against Driving Drunk (SADD) are but a few of the groups that have sprung up to educate the public about the deadly results of driving while drunk, and to see that tough laws are put on the books and enforced.

"Nothing happened for years until the citizen's groups appeared," said Doris Aiken, president of Remove Intoxicated Drivers (RID). "That was the missing link." Robert Calvin, a safety specialist for the Highway Users Federation, said there are at least 22 different citizen groups fighting drunken driving. The various groups do everything from reporting drunken drivers to educating the public to lobbying in Congress. "They've had quite an effect," he said.

Doris Aiken of RID favors a system of "safety checks" in which police systematically stop drivers on certain roads for signs of intoxication. Anyone with 10 percent of alcohol in his bloodstream would go before the state motor vehicle agency. If he's a first offender and found guilty, he'd lose his license for about 30 days. She said there is less legal maneuvering with this system; people are willing to take the penalty and not stall. She also said that in the few states where this is practiced, traffic fatalities drop 34 to 50 percent.

"When people know there is a good chance that they'll be caught and if they're caught, their license will be taken, they change their minds about drinking," Aiken said. "[This system] really works."

RID's program emphasizes local action. "President Reagan can't say to a local judge, 'You have to support the law,'" Aiken said. "I think the problem is going to be solved in the trenches." RID monitors performances of local prosecutors and judges, making sure that drunken driving cases are not dropped and insisting that the condition of any victim be in the court record in case the court decision is appealed.

A victim who is injured by a drunken driver in one state but who is the resident of another can get help from RID. It will have members in the state where the accident occurred follow the case. In September there were 135 chapters in 32 states, and Aiken said RID is growing. The hotline number for victims is (518) 372-0034.

She said that RID has cut down on the amount of drinking people do away from home. "The only obscene calls I get are from bars late at night," she said with a laugh.

Ken Nathanson heads Citizens for Safe Drivers (CSD), which he started after his 14-year-old daughter was killed in a traffic accident in 1975. The driver "was suspended in his home state of New Jersey for the seventh time when he killed our daughter and yet was driving on a license from Arizona," Nathanson said. He pushed for a more efficient National Drivers Register, which is an interstate information exchange about problem drivers. Nathanson later got the Reagan Administration to reverse itself after it decided to abolish NDR as a cost-cutting measure.

Nathanson said there are more drunks arrested or in accidents than are reported. Some are charged with a lesser offense and some plea bargain the charge to a lesser one. Hence, the accepted statistics of the number of drunks on the road and the accidents they cause are less than they should be. Many drivers who are drunk are not listed as such. Part of Nathanson's fight is against this group. "After every serious highway accident, the driver should be given a blood or breath test," he said.

The group Dealers Against Drunk Driving notes that drunk driving accidents are the most frequently committed violent crime in the nation, with 650,000 people injured and more than 25,000 people killed each year in alcohol-related crashes. Nathanson said the attitude that permits this to happen must change — and so must the laws. "People feel they can do anything because they feel they're not going to get picked up and even if they do get picked up nothing will happen to them," he said. "Penalties have to be swift and sure."

These groups are making a very positive contribution to society and to their communities by making legislators and law enforcement agencies aware of public concern about drunken driving — aware that deaths caused by drunken drivers will no longer be a socially acceptable form of homicide.

(Ordway P. Burden welcomes correspondence to his office at 651 Colonial Blvd., Westwood P.O., Washington Twp., N.J. 07675.)

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JOBS

Assistant Professor, Criminal Justice Program. The University of Evansville in Indiana is seeking to fill a tenure-track vacancy, beginning September 1, 1984.

Responsibilities include teaching such courses as introduction to criminal justice; criminal law and law related courses; corrections, probation and parole; juvenile delinquency, and a seminar in criminal justice. Successful applicant will also advise student majoring in criminal justice, and scholarly research and university and community service are also expected.

Candidates should have a J.D. or Ph.D. degree, but consideration will be given to candidates with ABD who are planning to complete the doctoral degree shortly.

Salary is competitive, and fringe benefits include TIAA/CREF, health and life insurance, tuition waiver for dependents, professional travel and research support. Summer teaching is available.

To apply, send letter of application, resume, transcripts and three letters of reference to: Dean Martin M. Jones, College of Arts and Sciences, University of Evansville, P.O. Box 329, Evansville, IN 47702. Screening of applications will begin January 30, 1984.

Police Officers. The Orlando, Fla., Police Department is seeking recruits.

Applicants must be at least 19 years of age and a U.S. citizen; possess high school or the equivalent, and have eyesight of at least 20/70. All applicants must pass background investigation, timed run, and written, psychological, polygraph and medical examinations. Applicants are notified of hiring within two months of application.

Salary range is \$10,221 to \$19,658, along with additional educational incentive monies. Excellent benefits and pension plan are provided, along with uniforms, equipment and life/health insurance.

Send all inquiries to: Orlando Police Department, Recruitment Section, P.O. Box 913, Orlando FL 32802. Telephone: (305) 849-2473 or toll-free in Florida only, (800) 432-5702.

Criminal Justice Faculty. The Department of Criminal Justice at Jersey City State College is seeking to fill a tenure-track vacancy at the assistant professor level, starting in January 1984.

Applicants should have a Ph.D. in criminal justice, along with practitioner experience in the criminal justice field.

To apply, send resume to: John J. Kennedy, Chairman, Department of Criminal Justice, Jersey City State College, 2039 Kennedy Blvd., Jersey City, NJ 07305. Deadline for applications is November 18, 1983.

Faculty Position. The Department of Criminal Justice Sciences at Illinois State University has a tenure-track position available for the fall 1984 semester, for an individual to teach contemporary policing, police attitudes and behavior and related criminal justice courses.

Requirements for the position include a Ph.D. in criminal justice or a related, with substantial coursework in criminal justice, and a commitment to research and scholarship in criminal justice. Appointment will be at the rank of assistant or associate professor. Salary is negotiable.

To apply, or to obtain further information, contact: Dr. Steven G. Cox, Chairman, Criminal Justice Sciences Search Committee, Illinois State University, Normal, IL 61761. Deadline for applications is February 1, 1984. An affirmative action/equal opportunity employer.

Bilingual Police Officers. The city of San Jose, Calif., is

seeking police officer candidates who are fluent in both English and Spanish.

In addition to Spanish fluency, applicants must be between 21 and 35 years of age, be a U.S. citizen or permanent resident, possess 60 college semester units or 90 quarter units, and have vision of at least 20/50, correctable to 20/20.

Salary is \$25,893 to \$31,473 after four years, plus five percent for intermediate POST certificate and additional two and one-half percent for advanced POST certificate. Officers work a four-day, 40-hour week. Equipment is provided, along with \$400 yearly uniform allowance and paid medical and dental plans.

A three-day out-of-town selection process is available to applicants residing more than 100 miles from San Jose. Address all inquiries to: San Jose Police Dept., Recruiting Unit, P.O. Box 270, San Jose, CA 95103-0270. Telephone: (408) 277-4951.

Program Coordinator, Criminal Justice Training Center. The training center located at Monroe Community College in Rochester, N.Y., is seeking a program coordinator to be responsible for the development, implementation, staffing and instruction of police training programs.

The candidate must be able to develop course objectives and conduct course evaluations. The position requires a bachelor's degree in criminal justice or a related field, with a master's degree preferred. A combination of experience in law enforcement and training in criminal justice is required. Salary is dependent upon qualifications and experience.

Deadline for applications is January 15, 1984. To apply, send resume and salary requirements to: Philip C. O'Sullivan, Director, Criminal Justice Training Center, 1000 E. Henrietta Road, Rochester, NY 14623. An equal opportunity employer.

Research Coordinator. An experienced research director is needed for a study of juvenile courts in North Carolina.

The required qualifications include a Ph.D. or ABD in criminal justice, social psychology, sociology or a related field. Experience in empirical analysis of criminal or juvenile justice agencies is highly desirable. Responsibilities of the position will include design of data collection, supervision of research assistant and analysis of data for publication.

Send resume before December 1 to: Professor Steven H. Clarke, Institute of Government, University of North Carolina at Chapel Hill, Chapel Hill, NC 27514. For further information, phone (919) 966-4399.

Police Officers. The Pasadena, Calif., Police Department is accepting applications on a continuous basis for the position of police officer.

Candidates must be at least 21 years old, with vision no worse than 20/70 correctable to 20/30 and weight proportionate to height. Applicants must also possess a high-school diploma or GED, and must successfully meet California Minimum Training Standards. Screening includes written test, psychological and polygraph exams, medical exam and physical agility test, background investigation and oral interview.

Salary is \$2147-\$2436 per month after three years. Officers with associate degrees receive \$2212-\$2501; with bachelor's degrees, \$2255.33-\$2544.33. Lateral entry is available at the rank of police officer.

For more information or applications, contact: Lieut. Gary Bennett, Pasadena Police Department, 142 N. Arroyo Parkway, Pasadena, CA 91103. Telephone (213) 577-4575.

Police Officers (Lateral Entry). The city of Bellevue, Wash., a community of 75,000 with a police department consisting of 111 sworn officers, is seeking experienced law enforcement officers.

Applicants must be at least 21 years of age, and have a minimum of 12 months experience as a sworn, full-time municipal or county police officer, with at least two years of college.

Salary range is \$1,851 to \$2,226 per month, depending on work background. Top step pay is \$2,372 per month. Benefits include excellent medical, dental and retirement plans; 11 paid holidays and 13 vacation days to start. All uniforms and equipment are provided by the city.

To apply, write to: Personnel Department, City of Bellevue, P.O. Box 1768, Bellevue, WA 98009. Direct telephone inquiries to Lieut. J.D. Egan, at (206) 455-7854.

Runaways and Non-Runaways In an American Suburb:

An Exploratory Study of Adolescent and Parental Coping

by Albert R. Roberts, *Seton Hall University*

with an Introduction by Albert S. Allissi, *University of Connecticut*



Every year an estimated million people run away from home, and many of these people are adolescents who become victims of crime, drugs, sex, and murder. In approaching the problem of runaway youth, Professor Roberts studied and interviewed in depth thirty runaways and thirty other youths who had not left their homes.

"Dr. Roberts' study," states Dr. Allissi in the Introduction, "is not just another comparison control group study. . . (but) sheds light on concrete episodes, crucial situational and interactional variables. Parents and others so essential to the study process are brought into the study. . . as a significant component in the interactional drama that brings about runaway behavior. . . Dr. Roberts' study. . . forces us to recognize that the problem behavior of our youths. . . lacks meaning unless it is seen in the situational and interactional context in which it is fostered and subject to social and legal controls."

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Order prepaid from The John Jay Press, 444 West 56th Street, New York, NY 10019.

UPCOMING EVENTS

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1-2. On Trial: Case Preparation, Testimony, Demeanor. Presented by the Criminal Justice Center of John Jay College. Fee: \$150.

1-2. Problem Solving Through Mediation. Sponsored by the American Arbitration Association, John Jay College of Criminal Justice, and the Unified Court System of the State of New York.

4-9. Perceiving Stereotypes in Court. Presented by the National Judicial College. Tuition: \$300.

5-6. Police Vicarious Liability. Presented by the University of Delaware in cooperation with New Castle County Department of Public Safety. Fee: \$250.

5-6. Intrusion Detection Systems. Presented by the University of Delaware. Fee: \$325.

5-7. First Line Police Supervision. Presented by the Criminal Justice Center of John Jay College. Fee: \$175.

5-7. Use of Deadly Force. Presented by the Traffic Institute.

5-8. Field Training Officer Seminar. Presented by the Institute of Police Traffic Management. Fee: \$295.

5-8. Police Discipline. Presented by IACP. Tuition: \$375 members, \$415 non-members.

5-9. Analytical Investigation Methods. Presented by ANACAPA Training Courses. Sponsored by FDLE Organized Crime Institute. To be held in Orlando, Fla. Fee: \$395.

5-9. Homicide Investigation. Presented by the University of Delaware. Fee: \$325. To be held in Wilmington, Del.

5-9. D.W.I. Enforcement Training. Presented by the Traffic Institute.

5-9. Police Officer Training Workshop. Presented by the Institute of Police Traffic Management. Fee: \$295.

5-9. FBI Advanced Latent Fingerprint School. Presented by the Georgia Police Academy.

5-9. Scientific Investigation of Crime. Presented by the Southern Police Institute.

5-16. Computer Technology in Law Enforcement, I and II. Presented by the Traffic Institute. Fee: \$550.

5-16. Traffic Accident Reconstruction. Presented by the Institute of Police Traffic Management. Fee: \$550.

6-9. Command & Supervisory Seminar. Presented by the National Intelligence Academy.

6-9. 14th Securities Regulation. Presented by the Southwestern Legal Foundation.

7-8. Psychological Screening for Entry-level Police Officers. Presented by the Institute of Police Traffic Management. Fee: \$250.

10. Vehicle Theft Investigation. Presented by the Traffic Institute.

11-16. Judicial Administration. Presented by the National Judicial College. Tuition: \$300.

12-14. Use of Supervisory Principles Within Communication Centers. Presented by the University of Delaware in cooperation with Delaware State Police. Fee: \$310.

12-14. Police Decision-Making and Leadership Development Workshop. Presented by the Traffic Institute. Fee: \$330.

12-14. Advanced Police Internal Affairs. Presented by the Institute of Police Traffic Management. Fee: \$250.

12-15. Accident Investigation Photography. Presented by the Traffic Institute. Fee: \$330.

12-16. Narcotics Course for Patrol Officers. Presented by the Georgia Police Academy.

12-16. Supervision of Police Personnel. Presented by the Southern Police Institute.

12-16. Firearms Instructor. Presented by

Smith & Wesson Academy. Tuition: \$450.

12-16. Criminal Investigation Photography. Presented by the Georgia Police Academy.

14-15. Computer Center Risk Assessment and Analysis. Presented by the University of Delaware. Fee: \$325.

15-16. Hostage Incidents in a Medical Setting. Presented by the Lifestyle Management Associates. Fee: \$95.

15-16. Dealing With Child Abuse. Presented by the Criminal Justice Center of John Jay College of Criminal Justice. Fee: \$150.

19-21. Officer Survival. Presented by Smith & Wesson Academy. Tuition: \$350.

JANUARY 1984

4-6. Video Surveillance Techniques. Presented by Smith & Wesson Academy. Tuition: \$275.

9-10. Information Security Systems. Presented by the University of Delaware. Fee: \$325.

9-11. Vice and Narcotics Control. Presented by the Criminal Justice Center of John Jay College. Fee: \$175.

9-11. Police Handling of Juveniles. Presented by the University of Delaware in cooperation with the Wilmington Department of Police. Fee: \$275.

9-13. Analytical Investigation Methods. Presented by ANACAPA Training Courses. Sponsored by the Oklahoma City Police Department. To be held in Oklahoma City, Okla. Fee: \$395.

9-13. Analysis of Law Enforcement Data. Presented by the Institute of Police Traffic Management. Fee: \$295.

9-20. Police Instructor Training. Presented by the Traffic Institute.

9-20. Homicide Investigation. Presented by the Southern Police Institute.

9-20. Crime Prevention Technology & Programming. Presented by the National Crime Prevention Institute. Tuition: \$500.

9-March 16. School of Police Staff and Command. Presented by the Traffic Institute.

11-12. Computer Crime: Detection and Investigation. Presented by the University of Delaware. Fee: \$325.

16-17. New Wireless Protection Technology: Surveillance-Investigative-VIP Protection Applications. Presented by Richard W. Kobetz & Assoc., Ltd. To be held in Orlando, Fla. Fee: \$350.

16-17. Crime Analysis. Presented by the University of Delaware in cooperation with the New Castle County Department of Public Safety. Fee: \$250.

16-17. Industrial Espionage: Countermeasures and Intelligence Techniques. Presented by the University of Delaware. Fee: \$325.

16-20. Analytical Investigation Methods. Presented by ANACAPA Training Courses. Sponsored by the Nevada Division of Investigations. To be held in Las Vegas, Nev. Fee: \$395.

16-20. DWI Instructor Course. Presented by the Institute of Police Traffic Management. Fee: \$295.

17-20. Forensic Science Techniques. Presented by the Traffic Institute.

18-19. Aircraft Security. Presented by Richard W. Kobetz & Assoc., Ltd. To be held in Orlando, Fla. Fee: \$350.

23-25. Police Interview and Interrogation. Presented by the University of Delaware in cooperation with the Wilmington Police Department. Fee: \$275.

23-27. Analytical Investigation Methods. Presented by ANACAPA Training Courses. Sponsored by the New Orleans Police Department. To be held in New Orleans, La. Fee: \$395.

23-27. Breathalyzer Maintenance. Presented by Smith & Wesson. Tuition: \$425.

23-February 3. Police Executive Development. Presented by the Southern Police Institute.

23-February 17. Principles of Police Management. Presented by the Institute of Police Traffic Management. Fee: \$750.

25-28. Dispatcher Stress and Burnout Reduction. Presented by the University of Delaware in cooperation with Delaware State Police. Fee: \$210.

25-27. Pressure Point Control. Presented by Smith & Wesson Academy. Tuition: \$175.

30-31. Training the Trainer. Presented by the Criminal Justice Center of John Jay College. Fee: \$150.

30-February 3. Level I Revolver. Presented by Smith & Wesson Academy. Tuition: \$375.

FEBRUARY

1-2. Communication Center Budget Formulation and Implementation. Presented by the University of Delaware in cooperation with Delaware State Police. Fee: \$210.

1-3. Handgun Retention Instructor. Presented by Smith & Wesson Academy. Tuition: \$225.

6-7. Investigating Organized Crime Homicide. Presented by the Criminal Justice Center of John Jay College. Fee: \$150.

6-7. Retail Security and Shortage Control. Presented by the University of Delaware. Fee: \$325.

6-8. Tire Forensics for the Traffic Accident Investigator. Presented by the Institute of Police Traffic Management. Fee: \$250.

6-10. Child Abuse. Presented by the Delinquency Control Institute. To be held in Santa Barbara, Calif. Fee: \$147.

6-10. Analytical Investigation Methods. Presented by ANACAPA Sciences, Inc. Sponsored by Virginia State Police. To be held in Richmond, Va. Fee: \$395.

6-17. Police Supervisory Principles. Presented by the University of Delaware in cooperation with the Wilmington Department of Police. Fee: \$1200.

6-9. Food Service Security. Presented by the University of Delaware. Fee: \$325.

8-10. Flashlight Instructor. Presented by Smith & Wesson. Tuition: \$150.

13-15. Enhancement of Police Managerial Skills. Presented by the University of Delaware in cooperation with New Castle County Department of Public Safety. Fee: \$350.

13-16. Improving Police Performance Appraisals. Presented by the Institute of Police Traffic Management. Fee: \$250.

13-24. Criminal Intelligence Analysis. Presented by ANACAPA Sciences, Inc. Sponsored by Metro-Dade Police Department. To be held in Miami, Fla. Fee: \$695.

13-17. Firearms Instructor. Presented by Smith & Wesson. Tuition: \$450.

16-17. Advanced Techniques for the Juvenile Officer. Presented by the Criminal Justice Center of John Jay College. Fee: \$150.

22-24. Officer Survival. Presented by Smith & Wesson Academy. Tuition: \$350.

23-24. Developing and Implementing of a Police Stress and Burnout Reduction Program. Presented by the University of Delaware in cooperation with New Castle County Department of Public Safety. Fee: \$225.

23-25. Eleventh Annual Conference — Western Society of Criminology. To be held in San Diego, Calif.

29-March 2. Firearms Update. Presented by Smith & Wesson Academy. Fee: \$100.

Directory of Training Sources and Conference Sites

Americans for Effective Law Enforcement Inc., 501 Grandview Dr. #209, So. San Francisco, CA 94080. Tel.: (415) 877-0731.

ANACAPA Sciences Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102.

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062.

Georgia Police Academy, 959 E. Confederate Ave., P.O. Box 1456, Atlanta, GA 30371. Tel.: (404) 656-6105.

C. W. Post Center, Hillwood Commons Cinema, Greenvale, NY 11548. Tel.: (516) 299-2886.

Criminal Justice Center, John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019. Tel.: (212) 247-1600.

Human Service Associates, 17 Westminster Drive, Montville, N.J. 07045. Telephone: (201) 334-7416.

Institute of Police Traffic Management, University of North Florida, 4667 St. Johns Bluff Rd. So., Jacksonville, FL 32216.

International Society of Crime Prevention Practitioners, Inc. 1300 Beaubien, Detroit, MI 48226.

Kobetz, W. Richard and Associates, North Mountain Pines, Route Two, Box

342, Winchester, VA 22601. Tel.: (703) 662-7288.

Lifestyle Management Associates, Inc. 5350 Poplar Ave., Suite 410, Memphis, TN 38119. Telephone: (901) 767-2768.

Massachusetts Criminal Justice Training Council, 1 Ashburton Pl., Room 1310, Boston, MA 02108.

McCabe Associates, 664 Broadway, Bayonne, NJ 07002. Telephone: (201) 437-0026.

National Intelligence Academy, 1300-1400 N.W. 62nd Street, Fort Lauderdale, FL 33309.

National Judicial College, University of Nevada, Reno, NV 89567. Telephone: (702) 784-6747.

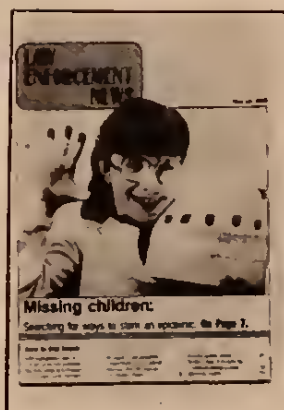
Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802.

Rosa Engineering Associates, 7906 Hope Valley Court, Adamstown, MD 21710.

Smith & Wesson Academy, 2100 Roosevelt Avenue, Springfield, Mass. 01101. Telephone: (413) 781-8300.

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